

Proposed Functions of New Office of Scientific Intelligence Components

A. Policy and Coordination Staff

1. Advise Assistant Director in relation to long-term Office programs, policies, objectives, and priorities concerning intelligence research and production.
2. Plan methods and end-products of production, criteria for research and production, production controls, assignments of responsibilities within OSI, use of consultants, external projects, foreign travel, etc.
3. Plan long-term programs for support of other components and agencies.
4. Plan policies and procedures for expansion and improvement of OSI coordination with other agencies.
5. Advise the ICI and other agency officials regarding methods of improving coordination and other activities of the government-wide scientific and technical intelligence effort.
6. Review Office policies, programs, and activities on a continuing basis. This staff should include one high-level scientist and one high-level intelligence officer.

B. Collection Planning and Support Staff

1. Plan programs for support of research and production programs, including improvement of collection, source exploitation, new methods of collection, collection liaison, and improvement of requirements.
2. Operate requirements production and record-keeping activities and follow up on requirements.
3. Conduct liaison with FI, OO, State Department, Defense Department, and other collectors to expedite fulfillment of OSI requirements.
4. Provide staff support to overseas elements.
5. Review quality and quantity of material collected and take necessary action for improvement.

C. Chief, Research and Production, (Including Production Control Staff and Publications Staff)

- *1. Plan and assign work, coordinate activities, and maintain production controls.

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2. Maintain contact with other components and agencies to provide OOI support.
- *3. Review and control requests for OOI projects, briefings and assignments in terms of Office programs, work level, priority, etc.
- *4. Maintain progress records and production schedules, review proposed projects, assign projects, review projects in process, and completed projects for consistency with programs and objectives, qualitative and quantitative adequacy.
- *5. Review proposals for use of consultants, external projects, travel, etc. in terms of Office programs, objectives, and priorities.
- *6. Review quality and quantity of support to other components and agencies.
- **7. Review finished intelligence publications for substance and editorial adequacy and provide support to ONE.
8. Provide SEC secretariat and chairman.
- **9. Consolidate items for current intelligence publication, prepare intelligence publications in final form, disseminate and maintain dissemination controls.

* Production Control Staff Function

** Publications Staff Function

D. Priority Projects Division

1. Conduct continuing research and produce intelligence in projects of a priority nature which cut across divisional lines of responsibility.
2. Consolidate divisional contributions to intelligence produced in relation to Office priorities.
3. Coordinate work of task forces engaged in short-term projects which cut across divisional lines of responsibility.

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Assistant Director for Scientific Intelligence
Attn. Executive Officer
Assistant Management Officer (SD/I Area)

31 July 1953

Survey of Clerical and Stenographic Personnel

Document No. 083
NO CHANGE in Class. ☐
☐ DECLASSIFIED
Class. CHANGED TO: TS
DDA Memo, 4 Apr 77
Auth: DDA REG. 77/1763
Date: 24 Feb 78 By: 022

1. **PROBLEM.** To study the mail, filing, stenographic, and other clerical activities of OSI in order to more effectively balance workloads and apportion clerical time.
2. **FACTS BEARING ON THE PROBLEM.** The distribution of personnel as of 5 June 1953 within OSI is shown in Tab A. At the request of the Executive Officer those positions in the Office of the Assistant Director and the Deputy Assistant Director were excluded from the survey. Positions in the General Services Staff were also excluded from the survey because of their incompatibility with the positions studied in other OSI Staffs and Divisions. The individuals surveyed are listed in Tab B. The approximate distribution of the time expended by these individuals is shown in Tab C. The distribution of man-hours in Tab C was determined by individual interviews and discussed with division administrative assistants, senior secretaries, and with division supervisory personnel. Based upon the estimated distribution of man-hours shown in Tab C, the ratio of available clerical man-hours to professional man-hours is shown in Tab D. In each organizational element surveyed, the distribution of the clerical workload is given general supervision by the division administrative assistant, by the senior secretaries in those elements not having administrative assistants, or by an analyst acting in this administrative capacity in the Physics and Electronics Division. The need for personnel capable of taking dictation is not generally as acute as the need for typists. Facts bearing upon the individual activities listed in Tab C are shown in Tabs E through L.
3. **DISCUSSION.** Tab D indicates wide variations in the ratios of clericals to professionals. Reasons for these variations and recommended adjustments are explained in Tabs E through M. The man-hour redistributions shown in Tab M were derived by determining for each activity the ratio of clericals to professionals after allowances for known extenuations. These ratios were then used in calculating the man-hour adjustments necessary to effect equitable

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redistributions. Thus, the man-hours shown in Tab M are those shifts necessary to bring each activity of each division in line with the recommended ratios. In other words, the total number of professional man-hours in a division divided by the average number of professionals supported by one clerical equals the number of clerical man-hours required for support of the division activity. The difference between the man-hours required and those actually being expended represents the desired adjustments which are shown in Tab M. Dictation was calculated separately in Tab M in order to show the redistribution possibilities through the use of dictating machines. "Re-apportioned Dictation" was developed by apportioning the 139 hours expended in dictation in direct ratio to the number of professional man-hours utilized in each staff and division. "Indicated Net Change" shows the total actual man-hours available for redistribution. "Recommended Net Change" shows the personnel transfers recommended in terms of a person working forty hours per week.

A possible means of improving the utilization of stenographers and typists is to create a typing and stenographic pool. However, the variety of technical language within OSI would make such an arrangement infeasible. The time currently spent by stenographers in taking dictation from individuals or at conferences is approximately 139 hours per week or the total time of 3.5 stenographers, as shown in Tab C. Thus, it would appear desirable to encourage the utilization of dictating machines to effect savings.

Individual arrangements have been worked out by some divisions to have typing performed on unclassified materials by the Interim Assignment Branch of the Personnel Office. This has been discussed with the Medicine Division which uses the service on a continuing basis and has found it to be satisfactory for work of a non-urgent nature. Mr. Joseph [redacted] of the Personnel Office has stated that the Interim Assignment Branch has worked a total of 1900 man-hours on OSI typing during the past year, and would like to have more. Tab H indicates the procedure to be followed in arranging for such support.

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Approximately forty-five hours per week, or the time of one person full time, are expended on OSI local reproduction. This includes time spent in going to and coming from the reproduction room as well as time consumed in operating equipment. Creation of a full time position for this task was considered and rejected because it would result in the addition of a full-time employee; under current arrangements, reproduction work can be accomplished when the persons involved are not otherwise engaged.

4. CONCLUSIONS.

- A. Clerical and stenographic workloads are not balanced properly with assigned man power; and this imbalance could be eliminated by re-assigning personnel.

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- B. A typing and stenographic pool within OSI would be infeasible.
- C. Savings amounting to 3.5 stenographers could be achieved by the utilization of dictating machines.
- D. The Interim Assignment Branch of the Personnel Office could offer additional relief on the typing of material classified no higher than restricted.
- E. The present method of accomplishing local reproduction within OSI appears satisfactory.

5. ACTION RECOMMENDED:

It is recommended that:

- A. The Medicine Division relinquish two clericals and the Nuclear Energy and Chemistry Divisions each relinquish one clerical; and that the Scientific Analysis Division be assigned three additional clericals and Scientific Resources Division be assigned one additional clerical.
- B. OSI utilize this staff study as a basis for maintaining perpetual balance in the distribution of its clerical personnel.
- C. OSI personnel be encouraged to use dictating equipment in lieu of stenographers and in lieu of submitting pencil drafts to typists.
- D. That OSI utilize to a greater degree the facilities of the Interim Assignment Branch for the typing of abstracts from unclassified technical publications.

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Organization
and Methods Examiner

ASSISTANT
MANAGEMENT OFFICER, (DD/I Area)

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ANNEXES:

- Tab A Distribution of Personnel of 5 June 1953
- Tab B Clerical and Stenographic Personnel Surveyed
- Tab C Approximate Weekly Distribution of Clerical and Stenographic Man-Hours
- Tab D Ratio of Clerical to Professional Personnel
- Tab E Dictation Activity

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Tab F	Typing Activity
Tab G	Logging Activity
Tab H	Filing Activity
Tab I	Routing Activity
Tab J	Telephone Activity
Tab K	Reproduction Activity
Tab L	Miscellaneous Administration
Tab M	Recommended Redistribution of Clerical Man-Hours
Tab N	Clerical and Typing Services - Interim Assignment Branch

ACTION BY APPROVING AUTHORITY:

Date _____

Approved (disapproved), exceptions, if any.

Assistant Director, Office of Scientific Intelligence

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